

## Arizona Commission on the Arts – Strategic Workplan Detail FY08

LEADERSHIP				Goals		
Strategies	Indicators for Success	Evidence of Success	Outcomes/Measures	Arizonans live and work in healthy, vibrant communities through the arts	Arizonans implement public policy that recognizes and supports the pivotal role of the arts in society	Arizonans experience lifelong opportunities to participate, create and learn through the arts
What are we going to do?	How are we going to do it?	Evidence that we've accomplished our goal:	If we succeed, the ACA staff and board will...			
<b>National Arts Organizations</b> <ul style="list-style-type: none"> <li>Maintain memberships in national and regional networks such as National Assembly of Arts Agencies (NASAA), Western States Arts Federation (WESTAF), Grantmakers in the Arts (GIA), Americans for the Arts (AFTA), Arts Education Partnership (AEP), The Association of American Cultures (TAAC)</li> <li>Participate in national service organizations and national learning communities</li> </ul>	<ul style="list-style-type: none"> <li>At least one staff member will attend each of the national conferences sponsored by NASAA, WESTAF, GIA, AFTA, AEP, and TAAC</li> <li>ACA staff will be invited or will solicit opportunities to publish articles/research in national newsletters/magazines; participate as review panelists/jurors, program designers/evaluators, guest instructors/facilitators</li> </ul>	<ul style="list-style-type: none"> <li>Interaction with NASAA/WESTAF/GIA/AFTA/AEP/TAAC:</li> <li>Publications:</li> <li>Participation as review panelists/jurors, program designers/evaluators, guest instructors/facilitators:</li> </ul>	<ul style="list-style-type: none"> <li>Broaden and deepen agency's expertise</li> <li>Gain knowledge, resources, and experience to inform agency policy, programs, and access to resources</li> <li>Increase agency visibility and national standing</li> <li>Serve as national arts leaders</li> </ul>	✓	✓	✓

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<p><b>Creative Capital Partnership for Innovation</b></p> <ul style="list-style-type: none"> <li>• Build a foundation for understanding and supporting the growth potential of the creative arts sector through research affecting programming and public policy</li> <li>• Conduct research and roll out in FY08</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will publish research supporting the growth potential of the creative arts sector for practical public understanding</li> <li>• ACA will market this research, to include funder, creator and presenter/producer contact information</li> <li>• ACA will conduct a second skills building retreat for AZ artists in 2008</li> <li>• ACA will realign staff to create Individual Artist Services Coordinator to further support this work</li> </ul>	<ul style="list-style-type: none"> <li>• Research publications:</li> <li>• Advisory Group participation:</li> <li>• Number of contacts in attendance at public forum:</li> <li>• Increase in number of financially engaged partners:</li> <li>• Participation in skills building retreat:</li> <li>• Number of artists served:</li> <li>• Changes to staff plan:</li> </ul>	<ul style="list-style-type: none"> <li>• Lead vital research in the field</li> <li>• Gain useful data to inform agency policy and programs</li> <li>• Build and enhance a professional network of support and educational systems as they relate to individuals in the creative field</li> <li>• Recognize innovative AZ artists</li> <li>• Serve as active participants in state/national learning community</li> <li>• Facilitate greater appeal for and retention of creative workers, statewide</li> <li>• Build partnerships with funders, creators and presenters/ producers</li> </ul>	✓		✓
<p><b>Artist Career Initiatives Program</b></p> <ul style="list-style-type: none"> <li>• Further careers of Arizona artists through workshops, technology, and resources</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will develop plan with Individual Artist Services Coordinator to implement programs and services to support this constituency</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in program and services:</li> <li>• Number of artists served:</li> <li>• Programs and services implemented:</li> </ul>	<ul style="list-style-type: none"> <li>• Build and enhance a professional network of support and educational systems as they relate to individuals in the creative field</li> <li>• Recognize innovative AZ artists</li> <li>• Serve as active participants in state/national learning community</li> <li>• Facilitate greater appeal for and retention of creative workers, statewide</li> <li>• Build skills of artists in order that they might become better entrepreneurs</li> </ul>	✓		✓

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<b>State Arts Agencies</b> <ul style="list-style-type: none"> <li>Participate as a partner with other State and Regional Arts Agencies/Councils as members of review panels, guest lecturers/facilitators, or program designers/evaluators</li> </ul>	<ul style="list-style-type: none"> <li>ACA staff will be invited or will solicit opportunities to publish articles/research in SAA newsletters/ magazines; participate as review panelists/jurors, program designers/evaluators, guest instructors/facilitators</li> </ul>	<ul style="list-style-type: none"> <li>Publications:</li> <li>Participation as review panelists/jurors, program designers/evaluators, guest instructors/facilitators:</li> </ul>	<ul style="list-style-type: none"> <li>Broaden and deepen agency's expertise</li> <li>Gain knowledge, resources, and experience to inform agency policy, programs, and access to resources</li> <li>Increase agency visibility and national standing</li> <li>Serve as national arts leaders</li> </ul>	✓	✓	✓
<b>Local Associations</b> <ul style="list-style-type: none"> <li>Invest in strategic memberships and partnerships with local associations related to the arts, funding, and the nonprofit sector such as: Arizona Council of Nonprofits, Arizona Museum Association, Arizona Grantmakers Forum</li> </ul>	<ul style="list-style-type: none"> <li>Staff will attend local conferences and convenings</li> <li>ACA staff will be invited or will solicit opportunities to publish articles/research in newsletters/ magazines; participate as review panelists/jurors, program designers/evaluators, guest instructors/facilitators</li> </ul>	<ul style="list-style-type: none"> <li>Participation in local conferences and convenings:</li> <li>Publications:</li> <li>Participation as review panelists/jurors, program designers/evaluators, guest instructors/facilitators:</li> </ul>	<ul style="list-style-type: none"> <li>Broaden and deepen agency's expertise</li> <li>Gain knowledge, resources, and experience to inform agency policy, programs, and access to resources</li> <li>Increase agency visibility and statewide standing</li> <li>Serve as statewide arts leaders</li> </ul>	✓	✓	✓
<b>Arizona Arts Education Research Institute</b> <ul style="list-style-type: none"> <li>Continue practical study in partnership with the Arizona Arts Education Research Institute (AAERI) and the Morrison Institute for Public Policy to identify/explain issues, challenges, and options currently affecting formal/informal arts education in Arizona (AAERI is a funding partnership of ACA, the Arizona Department of Education, Arizona State University, Northern Arizona University, and the University of Arizona)</li> </ul>	<ul style="list-style-type: none"> <li>Partners will create a "what's happening now" overview, identifying/explaining issues, challenges, and options affecting formal and informal arts education in Arizona; to serve as foundation for further research</li> <li>Partners will collect/compile data to allow formal/informal arts education to be continually tracked</li> </ul>	<ul style="list-style-type: none"> <li>Research publications:</li> <li>Result of data collection:</li> </ul>	<ul style="list-style-type: none"> <li>Lead vital research in the field</li> <li>Gain practical data to inform future arts education policy and programming, statewide</li> <li>Improve service to arts learning community</li> <li>Cultivate a practical working relationship with statewide educational institutions, policymakers, and arts educators</li> </ul>	✓	✓	✓

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<b>Participation Building</b> <ul style="list-style-type: none"> <li>Continue institutionalizing participation-building in ACA programming, policy, and grantmaking</li> </ul>	<ul style="list-style-type: none"> <li>ACA staff will conduct focused discussions on the topic, using Understanding Participation research and framework as the foundation; will consider related changes in agency grantmaking and service programs</li> <li>ACA will include participation language in all publications:</li> </ul>	<ul style="list-style-type: none"> <li>Increased art participation opportunities for all citizens:</li> <li>Participation-building institutionalized within grant and service programs:</li> <li>Participation language used in ACA publications:</li> </ul>	<ul style="list-style-type: none"> <li>Foster public participation in the arts</li> <li>Develop new strategies to embed Understanding Participation principles in agency programs, policy, and grantmaking</li> </ul>	✓	✓	✓
<b>Participation Knowledge Dissemination</b> <ul style="list-style-type: none"> <li>Consider developing connections with other START States and NASAA in order to disseminate Understanding Participation research</li> <li>Utilize agency website as tool for disseminating participation knowledge to the field</li> </ul>	<ul style="list-style-type: none"> <li>ACA staff will conduct focused discussions on the topic with colleagues from other state arts agencies</li> <li>ACA will draft plan to disseminate participation research; will create related instructional toolkit</li> <li>ACA will apply hit tracker software to the page to monitor number of users</li> <li>ACA Executive Director will serve as Chair of NASAA Participation subcommittee</li> </ul>	<ul style="list-style-type: none"> <li>Participation research dissemination programs/initiatives:</li> <li>Increase in number of states using participation research and framework:</li> <li>Increase in frequency of use/hits on the site:</li> </ul>	<ul style="list-style-type: none"> <li>Share critical research from START states with colleagues from other state arts agencies</li> <li>Gain useful knowledge about participation by creating instructional materials, teaching others, and developing an active learning community</li> <li>Maintain ACA's position at the forefront of the field of arts participation research</li> <li>Continue to model effective participation building strategies</li> </ul>		✓	✓
<b>Organizational Health Webpage and Evaluation/Assessment Webpage</b> <ul style="list-style-type: none"> <li>Expand, update, increase content to create comprehensive web-based technical assistance toolkit for arts organizations (examples may include instructions for photographing artwork, instructions for developing administrative resumes, tips for building a board of directors) and increase usage</li> </ul>	<ul style="list-style-type: none"> <li>Staff will form a committee to review content; schedule updates to the site</li> <li>ACA will create an online evaluation form for users of the site – to be submitted electronically, data fed directly into a database</li> <li>ACA will apply hit tracker software to the page to monitor number of users</li> <li>ACA will create and mail a postcard to inform potential users of the site's existence; will include regular 'advertisements' in bulletin</li> </ul>	<ul style="list-style-type: none"> <li>Status of schedule to review and update site content:</li> <li>Data collected from online evaluation:</li> <li>Increase in frequency of use/hits on the site:</li> <li>Status of site promotion:</li> </ul>	<ul style="list-style-type: none"> <li>Gain useful knowledge about how to best serve constituents</li> <li>Offer arts organizations round-the-clock access to most recent tools and information to improve their programs and decision making</li> </ul>		✓	

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<b>Arts Visibility Initiative</b> <ul style="list-style-type: none"> <li>Use arts programming as an opportunity to build public value for the arts and increase exposure for AZ artists</li> </ul>	<ul style="list-style-type: none"> <li>ACA will invite AZ artists to create original visual, performance, or literary arts pieces to be used as awards for Governor's Arts Awards dinner; Mayor's Arts Breakfast, Art in the Capitol; will invite Arizona artists to perform at these events/programs</li> <li>ACA will invite AZ artists to create Governor's/Legislative gifts for dignitaries</li> <li>ACA will invite AZ artists to participate in annual Southwest Arts Conference (SWAC)</li> </ul>	<ul style="list-style-type: none"> <li>Name of event/program; name of artist; name/title/content of created piece:</li> </ul>	<ul style="list-style-type: none"> <li>Recognize gifted AZ artists</li> <li>Forge and strengthen relationships between local artists, arts organizations, community, government, and businesses</li> <li>Grow respect and appreciation for original work by AZ artists among authorizing environment</li> </ul>	✓	✓	
<b><u>AGENCY TRAVEL</u></b> <b>Staff Professional Development</b> <ul style="list-style-type: none"> <li>Continue to offer learning, networking, and training opportunities for ACA staff in order to enhance/promote productivity, knowledge of arts and arts funding, understanding of state initiatives, trends, regulations</li> <li>Comply with performance Incentive Program mandated by Legislature 3/11/2006</li> </ul> <b>In State Travel: Site Visits, Public Speaking, Outreach, Professional Development</b> <ul style="list-style-type: none"> <li>Increase visibility and grow understanding of ACA programs, resources, initiatives across AZ</li> <li>Interact directly with our diverse constituencies to better understand needs</li> <li>Serve as facilitators, ambassadors, catalysts for issues/initiatives in AZ</li> </ul>	<ul style="list-style-type: none"> <li>Each member of ACA staff will create a professional development plan</li> <li>ACA Executive Director and Deputy Director will engage staff in arts/administrative experiences that can benefit the staff member's personal and professional growth; will encourage staff members to participate in arts/culture leadership roles, statewide and nationally</li> </ul>	<ul style="list-style-type: none"> <li>Staff travel and professional development opportunities:</li> <li>Staff participation in leadership roles:</li> <li>Staff demonstrates additional skills and knowledge:</li> </ul>	<b>Staff Professional Development, In State Travel, Out of State Travel</b> <ul style="list-style-type: none"> <li>Gain knowledge, resources, and experience to inform agency policy, programs, and access to resources</li> <li>Obtain critical knowledge about the shifting needs of the field, changes in state policy</li> <li>Offer hardworking staff opportunities that are personally and professionally rewarding, resulting in increased staff retention</li> <li>Build knowledge and increase use of ACA programs, technical assistance, and grants</li> <li>Gain practical data to inform future policy and programming, statewide</li> <li>Increase agency awareness of AZ arts practitioners and how to better serve them</li> <li>Educate students, board members, volunteers</li> </ul>	✓	✓	✓
				✓	✓	✓

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<p>for issues/initiatives in AZ communities</p> <ul style="list-style-type: none"> <li>Continue to offer learning, networking, and training opportunities for ACA staff in order to enhance/promote productivity, knowledge of arts and arts funding, understanding of field</li> </ul> <p><b>Out of State Travel: Site Visits, Public Speaking, Outreach, Professional Development</b></p> <ul style="list-style-type: none"> <li>Continue to offer learning, networking, and training opportunities for ACA staff in order to enhance/promote productivity, knowledge of arts and arts funding, understanding of field</li> <li>Serve as facilitators, ambassadors, catalysts for issues/initiatives on national level</li> </ul>			<p>members, volunteers, teachers, artists, arts administrators</p> <ul style="list-style-type: none"> <li>Cultivate statewide arts and culture interest</li> <li>Directly observe the use of State funds</li> <li>Provide staff with tools/experiences to support innovative, efficient, informed service to constituency and the field</li> <li>Promote innovation</li> <li>Broaden agency's expertise</li> <li>Maintain ACA's position at the forefront of the field</li> </ul>	✓	✓	✓
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PARTNERSHIPS				Goals		
Strategies	Indicators for Success	Evidence of Success	Outcomes/Measures	Arizonans live and work in healthy, vibrant communities through the arts	Arizonans implement public policy that recognizes and supports the pivotal role of the arts in society	Arizonans experience lifelong opportunities to participate, create and learn through the arts
What are we going to do?	How are we going to do it?	Evidence that we've accomplished our goal:	If we succeed, the ACA staff and board will...			
<b>Strategic Partnerships</b> <ul style="list-style-type: none"> <li>Identify new partnerships to enhance agency's reach into the community</li> </ul>	<ul style="list-style-type: none"> <li>Staff will attend local conferences and convenings</li> <li>ACA staff will be invited or will solicit opportunities to publish articles/research in newsletters/ magazines; participate as review panelists/jurors, program designers/evaluators, guest instructors/facilitators</li> </ul>	<ul style="list-style-type: none"> <li>Participation in local conferences and convenings:</li> <li>Publications:</li> <li>Participation as review panelists/jurors, program designers/evaluators, guest instructors/facilitators:</li> </ul>	<ul style="list-style-type: none"> <li>Broaden and deepen agency's expertise</li> <li>Gain knowledge, resources, and experience to inform agency policy, programs, and access to resources</li> <li>Increase agency visibility and statewide standing</li> <li>Serve as statewide arts leaders</li> </ul>		✓	
<b>Governors Arts Awards Dinner</b> <ul style="list-style-type: none"> <li>Increase attendance and press coverage of annual celebration of the arts in Arizona</li> <li>Continue to serve as co-host and co-sponsor in partnership with Arizona Citizens for the Arts</li> </ul>	<ul style="list-style-type: none"> <li>ACA will work in partnership with AZ Citizens for the Arts to draft and implement a plan to increase attendance at the event (focus on corporate/organization table purchases) and increase number of memberships purchased as a result of event</li> <li>ACA will work in partnership with AZ Citizens for the Arts to grow press coverage of the event; to include newspapers, websites, company/organizational newsletters, television</li> </ul>	<ul style="list-style-type: none"> <li>Increase in attendance:</li> <li>Increase in press coverage:</li> <li>Increase in AZ Citizens for the Arts memberships:</li> <li>Increase in event revenue:</li> </ul>	<ul style="list-style-type: none"> <li>Celebrate and honor artists and arts administrators from across the state</li> <li>Recognize and honor volunteers, promote citizen service</li> <li>Recognize value of financial contributions from corporate sector</li> <li>Build and enhance statewide support for the arts</li> <li>Grow partnerships that recognize the scope and breadth of Arizona professional and avocational arts community</li> </ul>		✓	

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<p><b>Arizona Arts Congress</b></p> <ul style="list-style-type: none"> <li>Continue to sponsor the annual legislative event in partnership with Arizona Citizens for the Arts</li> </ul>	<ul style="list-style-type: none"> <li>ACA will work in partnership with AZ Citizens for the Arts to draft and implement a plan to increase attendance at the event (focus on organizations that have not yet participated in the event); increase number of memberships purchased as a result of event</li> <li>ACA will work in partnership with AZ Citizens for the Arts to draft and implement a plan to increase the attendance of legislators and record the length of their participation at the event</li> </ul>	<ul style="list-style-type: none"> <li>Increase in advocate attendance:</li> <li>Increase in AZ Citizens for the Arts memberships:</li> <li>Increase in legislator attendance and length of stay:</li> </ul>	<ul style="list-style-type: none"> <li>Increase legislators' awareness of the positive work done by local arts agencies, the nonprofit arts community, individual artists, and arts educators</li> <li>Promote exchange of information on the intrinsic, instrumental values of the arts in our state</li> <li>Inspire artists, administrators, and educators to take an active role in advocacy</li> <li>Build working trust relationships with AZ legislators</li> </ul>	✓	✓	✓
<p><b>Arizona Social Service Organizations</b></p> <ul style="list-style-type: none"> <li>Assemble leaders in the social service field to discuss ACA programs and needs in the field of developing arts programming</li> </ul>	<ul style="list-style-type: none"> <li>ACA staff will lead workshops, providing administrators with creative tools and resources</li> <li>ACA will facilitate discussion so that social service organizations can identify issues, challenges, and opportunities in the field</li> <li>ACA staff will promote workshops via ACA website, ecards, mailings, flyers, and bulletin</li> </ul>	<ul style="list-style-type: none"> <li>Number of workshops/dates/locations:</li> <li>Status of promotion via ACA website, ecards, mailings, flyers, and bulletin:</li> <li>Increase in workshop attendance:</li> </ul>	<ul style="list-style-type: none"> <li>Offer administrators information, resources, and support so that they can best serve the AZ arts community</li> <li>Provide opportunities for service organization administrators across AZ to network and share resources</li> <li>Support professional development for AZ service organization administrators</li> <li>Gain practical data to inform future ACA policy and programming</li> <li>Build knowledge and increase use of ACA programs, technical assistance, and grants</li> </ul>	✓		✓



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<b>Local Arts Agencies (Councils and Commissions)</b> <ul style="list-style-type: none"> <li>• Explore the possibility of convening statewide assembly of representatives from local arts councils and commissions</li> <li>• Participate in Americans for the Arts (AFTA) conference to obtain resources and information to best facilitate community participation, cultural dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will convene a meeting for administrators to identify issues, challenges, and opportunities in arts and culture</li> <li>• ACA staff will actively promote best practices among local arts agencies</li> <li>• At least one ACA staff member will participate on the national AFTA conference annually</li> </ul>	<ul style="list-style-type: none"> <li>• Status of assembly of representatives from local arts councils and commissions:</li> <li>• ACA staff participation in AFTA conference:</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities for arts administrators across AZ to network and share resources</li> <li>• Support professional development for AZ arts administrators</li> <li>• Build knowledge and increase use of ACA programs, technical assistance, and grants</li> <li>• Gain practical data to inform future ACA policy and programming</li> <li>• Improve service to the statewide arts community</li> <li>• Increase agency, local agencies' visibility and national standing</li> </ul>		✓	
<b>Regional Touring</b> <ul style="list-style-type: none"> <li>• Maintain support of intrastate, interstate, international movement of artistic products</li> <li>• Increase professional development opportunities in the field</li> <li>• Sustain Regional Touring program, which sponsors artists and prepares them for national booking conferences</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will maintain an active participatory relationship with Arizona Presenters Alliance</li> <li>• ACA will encourage artists, ensembles, presenters to participate in regional/national touring through assistance offered via WESTAF and through booking conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Arizona Presenters Alliance: growth/participation:</li> <li>• AZ presenting/producing organizations represented at state/regional/national booking conferences:</li> <li>• AZ performing arts groups touring regionally and/or nationally:</li> </ul>	<ul style="list-style-type: none"> <li>• Increase public access to quality artistic work and experiences, statewide</li> <li>• Promote cost-sharing opportunities and information to AZ presenting/producing organizations</li> <li>• Prepare AZ artists for regional and national touring</li> <li>• Support the professional development of AZ presenters/producers</li> <li>• Build upon strong relationship between ACA and Arizona Presenters Alliance</li> </ul>			✓

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<p><b>Arizona Office of Tourism – Arizona Council for Enhancing Recreation and Tourism</b></p> <ul style="list-style-type: none"> <li>• Work with communities across Arizona to develop cultural tourism plans/initiatives in order to increase tourism revenues</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will encourage communities to apply for ALTE grants (Arts Link to Tourism and the Economy) and will work with said communities to improve quality of proposals</li> <li>• Cultural tourism initiatives will be incorporated into community workshops</li> <li>• Members of staff will attend Governor's Conference on Tourism</li> <li>• Cultural tourism will be promoted via ACA website and bulletin</li> <li>• ACA will develop a plan to evaluate needs beyond funding, to determine if/what type of additional technical assistance could assist communities as they develop cultural tourism initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Number of proposals submitted and funded:</li> <li>• Staff participation in Governor's Conference on Tourism:</li> <li>• Status of cultural tourism promotion via ACA website and bulletin:</li> <li>• Status of plan to evaluate additional needs:</li> <li>• Increased arts imagery displayed in AZ tourism materials:</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen partnership between ACA and Arizona Office of Tourism</li> <li>• Promote understanding that artists and arts organizations are critical to economic success and quality of life</li> <li>• Support economic development initiatives in rural AZ communities</li> </ul>	✓	✓	✓
<p><b>Governor's Conference on Rural Economic Development</b></p> <ul style="list-style-type: none"> <li>• Support rural economic development in Arizona</li> </ul>	<ul style="list-style-type: none"> <li>• Members of staff will participate in Governor's Conference on Rural Economic Development; will create and lead arts/cultural tourism session(s) for conference and/or participate in conference panels to represent the arts/culture community's interests</li> <li>• ACA staff will serve on steering committee for conference</li> </ul>	<ul style="list-style-type: none"> <li>• Staff participation in Governor's Conference on Rural Economic Development:</li> <li>• ACA staff-directed sessions at the conference:</li> </ul>	<ul style="list-style-type: none"> <li>• Build and strengthen relationships between the ACA and the Department of Commerce, the Governor's Office, government officials</li> <li>• Promote understanding that ACA, artists, and arts organizations are critical to economic success and quality of life</li> <li>• Support economic development initiatives in rural AZ communities</li> <li>• Build knowledge and increase use of ACA programs, technical assistance, and grants</li> </ul>	✓	✓	✓

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<b>Main Street Program</b> <ul style="list-style-type: none"> <li>Support federal program that fosters economic development within the context of historic preservation by working as a partner with local and state agencies, property owners and business people to revitalize downtown areas in rural Arizona communities</li> </ul>	<ul style="list-style-type: none"> <li>Members of staff will participate in program as representatives of the arts/culture community, will provide aesthetic direction</li> <li>ACA Visual Arts Director will serve on grant review panel for program</li> </ul>	<ul style="list-style-type: none"> <li>Staff participation in Main Street Program:</li> <li>Successful realization of projects (name of artist/designer, location):</li> </ul>	<ul style="list-style-type: none"> <li>Support cultural enhancement and livability, boost the economic vitality of rural AZ communities</li> <li>Advance the design and aesthetic of rural downtown areas</li> <li>Strengthen relationships between ACA and local government</li> <li>Promote understanding that ACA and AZ artists, designers are critical to economic success and quality of life</li> </ul>	✓	✓	✓
<b>Light Rail – Regional Rail Art Committee</b> <ul style="list-style-type: none"> <li>Participate in the conceptual development and selection process for art projects that will become an integral part of the Light Rail system</li> </ul>	<ul style="list-style-type: none"> <li>Members of staff will participate in committee as representatives of the arts/culture community, will provide aesthetic direction</li> <li>ACA Visual Arts Director will serve on advisory committee for program; will assist with policy discussions and selection/refinement of 25 upcoming projects in 3 communities</li> <li>ACA Visual Arts Director will work directly with artists/designers to provide guidance throughout their process; will facilitate dialogue between community stakeholders and artists/designers</li> </ul>	<ul style="list-style-type: none"> <li>Staff participation in Light Rail – Regional Rail Art Committee:</li> <li>Successful realization of projects (name of artist, name/title/content of piece, location):</li> </ul>	<ul style="list-style-type: none"> <li>Support thoughtful integration of creative art/design into public transportation infrastructure</li> <li>Strengthen relationships between ACA and local government</li> <li>Educate public officials that ACA provides valuable resources to aid in community development</li> <li>Support AZ artists and arts administrators in their work</li> </ul>	✓	✓	✓

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<b>Federal Freeway Enhancement Review Committee/T-21</b> <ul style="list-style-type: none"> <li>Advocate for inclusion of creative art/design elements in AZ freeway enhancements</li> </ul>	<ul style="list-style-type: none"> <li>ACA staff member will serve on the advisory committee, will assist with policy discussions and will provide aesthetic direction</li> <li>ACA staff member will provide technical assistance as projects are developed</li> </ul>	<ul style="list-style-type: none"> <li>Staff participation in Federal Freeway Enhancement Review Committee/T-21:</li> <li>Successful realization of projects (name of artist, name/title/content of piece, location):</li> </ul>	<ul style="list-style-type: none"> <li>Link transportation professionals with arts/design community to support quality design in communities</li> <li>Support thoughtful integration of creative art/design into public transportation infrastructure</li> <li>Strengthen relationships between ACA and local government</li> <li>Educate public officials that ACA provides valuable resources to aid in community development</li> </ul>	✓	✓	✓
<b>Arizona Memorial Projects</b> <ul style="list-style-type: none"> <li>Participate in the continued discussion around the Arizona 9-11 Memorial at Wesley Bolin Plaza</li> <li>Participate in the development of the Arizona Iraqi War Memorial</li> <li>Participate as requested in other memorial projects (i.e. USS Arizona Visitors Center)</li> </ul>	<ul style="list-style-type: none"> <li>Members of staff will participate in project committees as representatives of the arts/culture community, will provide aesthetic direction</li> <li>ACA Visual Arts Director will serve on advisory committee for program; will assist with policy discussions</li> <li>ACA Visual Arts Director will work with artists/designers to provide guidance throughout their process; will facilitate dialogue between community stakeholders, artists/designers</li> </ul>	<ul style="list-style-type: none"> <li>Staff participation in project committees:</li> <li>Successful realization of projects (name of artist, name/title/content of piece, location):</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen relationships between ACA, artists, and local government</li> <li>Educate public officials that ACA provides valuable resources to community</li> <li>Provide leadership, aesthetic direction, policy guidance to projects with numerous community stakeholders</li> </ul>	✓	✓	

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SERVICES				Goals		
Strategies	Indicators for Success	Evidence of Success	Outcomes/Measures	Arizonans live and work in healthy, vibrant communities through the arts	Arizonans implement public policy that recognizes and supports the pivotal role of the arts in society	Arizonans experience lifelong opportunities to participate, create and learn through the arts
What are we going to do?	How are we going to do it?	Evidence that we've accomplished our goal:	If we succeed, the ACA staff and board will...			
<b>Review Panels</b> <ul style="list-style-type: none"> <li>Maintain the integrity of the grants review and artist selection processes by constructing knowledgeable peer panels that represent the diversity of the state of Arizona</li> <li>Continue to educate artists, arts organizations, and schools about the panels process by inviting the public to attend review panels</li> <li>Implement Updated Panelist Nomination process in addition to standard internal Panelist Selection Process</li> <li>Implement Panelist Conflict of Interest Policy</li> </ul>	<ul style="list-style-type: none"> <li>ACA will seek out panelists that possess a range of arts knowledge and represent the ethnic and geographic diversity of AZ</li> <li>ACA Board and staff will make certain panels maintain strict adherence to Conflict of Interest policy</li> <li>ACA staff will collect and compile detailed constructive feedback notes for applicants</li> <li>ACA will create and mail a postcard to inform artists, arts organizations, and schools that they are welcome at review panels; will include regular 'advertisements' in bulletin and on website</li> <li>ACA will promote and direct constituents to updated Panelist Nomination form on ACA website; will implement updated process</li> </ul>	<ul style="list-style-type: none"> <li>Panelists serving in FY08 (names, panel, discipline, home city):</li> <li>Number of challenges to panel actions:</li> <li>Increase in public attendance at review panels:</li> <li>Status of promotion regarding public access to panel meetings:</li> <li>Status of updated Panelist Nomination process:</li> </ul>	<ul style="list-style-type: none"> <li>Guarantee authentic peer review by assembling diverse, knowledgeable panels with panelists from across the state</li> <li>Offer panelists and applicants a positive, educational grantmaking/writing experience regardless of application status</li> <li>Ensure agency transparency and accountability</li> <li>Guarantee that ACA resources are allocated in accordance with established criteria</li> <li>Grow the pool of statewide panelists</li> <li>Build knowledge and increase use of ACA programs, technical assistance, and grants</li> </ul>	✓	✓	✓

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<b>Southwest Arts Conference (SWAC)</b> <ul style="list-style-type: none"> <li>• Maintain quality programming and streamline planning for annual gathering of the Arizona arts community</li> <li>• Continue to offer diverse points of entry for AZ artists, administrators, educators</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will utilize participation research to increase SWAC attendance</li> <li>• ACA will create and mail a postcard and an ecard to inform artists, arts organizations, and schools; will explore use of 'advertisements' in bulletin and on website</li> <li>• ACA staff will solicit 100% participation in the annual SWAC survey via printed conference materials and announcements</li> <li>• ACA will increase the visibility of AZ artists and service organizations via SWAC programming</li> <li>• ACA staff will invite arts administrators from the Emerging Leaders group to participate in leadership roles during SWAC sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in SWAC attendance in targeted areas:</li> <li>• SWAC survey results/improved ratings:</li> <li>• Emerging Leaders participation in SWAC:</li> <li>• Creative artists' participation in SWAC programming:</li> </ul>	<ul style="list-style-type: none"> <li>• Broaden, deepen, and diversify public engagement</li> <li>• Offer arts organizations and artists the opportunity to gain new skills to enhance their work in the areas of quality, participation, management, governance</li> <li>• Offer arts organizations and artists the opportunity to network with colleagues, share in the latest thinking about arts policy and practice, access resources and information</li> <li>• Make a difference in the work of AZ artists and arts administrators</li> </ul>		✓	✓
<b>Connections Café at SWAC</b> <ul style="list-style-type: none"> <li>• Increase effectiveness, reach, and usefulness to artists at annual SWAC session, providing visibility to the ACA Residency Roster program, roster artists, service organizations</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will select an appropriate physical location for Connections Café (CC) in the venue, providing more of an opportunity for interaction between SWAC participants and CC 'presenters'</li> <li>• ACA staff will solicit greater participation in CC via printed conference materials and announcements, advertisements' in bulletin and on website</li> <li>• ACA staff will increase the time allotted for CC in the SWAC program</li> </ul>	<ul style="list-style-type: none"> <li>• Changes in CC logistics during 2008 SWAC:</li> <li>• Increase in roster artist/service organization participation in CC:</li> </ul>	<ul style="list-style-type: none"> <li>• Build knowledge and increase use of ACA programs and resources</li> <li>• Strengthen relationships and increase in-person interaction between roster artists, schools, service organizations, arts organizations</li> <li>• Provide AZ artists with opportunities to market themselves to schools</li> <li>• Provide AZ service organizations with opportunities to market themselves to artists and arts organizations</li> </ul>	✓	✓	✓

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<p><b>Artist Teacher Institutes (ATIs)</b></p> <ul style="list-style-type: none"> <li>Continue to present workshops for AZ teachers - led by the Arts Learning Director and a team of teaching artists - providing strategies and tools for teaching with and about the arts</li> </ul>	<ul style="list-style-type: none"> <li>ACA Arts Learning Director will assemble a team of working artists and will select 4-5 rural or underserved communities in which the ACA will offer workshops</li> <li>ACA Arts Learning Director will lead multi-day institutes, providing teachers with creative experiences, tools, and resources to integrate arts learning into the full curriculum</li> <li>ACA will facilitate discussion so that teachers and working artists can identify issues, challenges, and opportunities in the field</li> <li>ACA staff will promote ATIs via ACA website, ecards, mailings, flyers, and bulletin</li> </ul>	<ul style="list-style-type: none"> <li>Number of workshops/dates/locations:</li> <li>Status of promotion via ACA website, ecards, mailings, flyers, and bulletin:</li> <li>Increase in workshop attendance:</li> </ul>	<ul style="list-style-type: none"> <li>Provide AZ teachers with authentic learning experiences, linking the disciplines of theater and dance with classroom curriculum, teaching practice, and the AZ Arts Standards</li> <li>Help teachers focus on creative problem solving, critical thinking, teamwork, synthesis, and analysis strategies</li> <li>Provide opportunities for teachers and working artists across AZ to network and share resources</li> <li>Increase the number of rural and underserved communities integrating arts learning into school curriculum, thereby increasing the number of young people receiving arts education in AZ schools</li> </ul>	✓	✓	✓
<p><b>Teaching Artists</b></p> <ul style="list-style-type: none"> <li>Develop and support technical development workshops for teaching artists</li> </ul>	<ul style="list-style-type: none"> <li>ACA Arts Learning Director will lead multi-day workshops, providing teaching artists with creative tools and resources</li> <li>ACA will facilitate discussion so that teaching artists can identify issues, challenges, and opportunities in the field</li> <li>ACA staff will promote workshops via ACA website, ecards, mailings, flyers, and bulletin</li> </ul>	<ul style="list-style-type: none"> <li>Number of workshops/dates/locations:</li> <li>Status of promotion via ACA website, ecards, mailings, flyers, and bulletin:</li> <li>Increase in workshop attendance:</li> </ul>	<ul style="list-style-type: none"> <li>Offer teaching artists information, resources, and support so that they can best serve AZ schools</li> <li>Increase the frequency and length of in-school artist residencies</li> <li>Provide opportunities for teaching artists across AZ to network and share resources</li> <li>Support professional development for AZ teaching artists</li> <li>Gain practical data to inform future ACA policy and programming</li> <li>Build knowledge and increase use of ACA programs, technical assistance, and grants</li> </ul>		✓	✓

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<p><b>Artists and Public Art</b></p> <ul style="list-style-type: none"> <li>• Support the many stakeholders invested in public art projects in order to achieve the successful completion of public art projects and increase public art activity, statewide</li> <li>• Focus on bringing new artists into the public art community</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will maintain project grant and consultant service support for public art projects</li> <li>• ACA staff will maintain an active participatory relationship with state/regional/national public art administrators' groups</li> <li>• ACA will co-host workshops for artists and administrators working in public art to identify issues, challenges, and opportunities in the field</li> <li>• ACA staff will work with artists/designers to provide guidance throughout their process; will facilitate dialogue between community stakeholders, museums/galleries/art spaces, artists/designers</li> </ul>	<ul style="list-style-type: none"> <li>• ACA staff participation in state/regional/national public art administrators' groups:</li> <li>• Public art workshops offered/led by ACA:</li> <li>• Successful realization of projects (name of artist/designer, location):</li> <li>• Increase in number of new AZ artists engaged in public art projects:</li> </ul>	<ul style="list-style-type: none"> <li>• Increase public art activity/programs statewide</li> <li>• Support the professional development of AZ artists and administrators working in public art</li> <li>• Provide leadership, aesthetic direction, policy guidance to public art projects with numerous community stakeholders</li> <li>• Educate community about the value of public art</li> </ul>	✓		✓
<p><b>Cultural Festivals</b></p> <ul style="list-style-type: none"> <li>• Determine the needs of current and prospective cultural festival coordinators in AZ</li> <li>• Build a statewide network of festival coordinators</li> <li>• Build agency knowledge in festival management</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will host a meeting of current and prospective festival coordinators; lead group to create a "what's happening now" overview, identifying/explaining issues, challenges, and options affecting AZ festivals; to serve as foundation for further research</li> <li>• ACA Director of State and Local Partnerships will attend workshop/conference on festival management</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in cultural festival convening:</li> <li>• Status of overview/research:</li> <li>• ACA Director of State and Local Partnerships participation in festival workshops/conferences:</li> <li>• Increase in number of festivals listed on ShowUp.com:</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities for festival organizers across AZ to network and share resources</li> <li>• Gain practical data to inform future ACA policy and programming</li> <li>• Improve service to the statewide cultural arts community</li> <li>• Promote idea that festivals can serve as an entry point into arts participation</li> </ul>	✓		✓



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<b>Arizona Mexico Commission (Art and Culture Committee)</b> <ul style="list-style-type: none"> <li>Participate on committee to promote and develop the exchange of arts and cultural activities/services between AZ and the Sonora Mexico region</li> <li>Help draft exchange policy to ensure cultural exchanges can occur on both sides of the US-Mexico border</li> </ul>	<ul style="list-style-type: none"> <li>Members of staff will participate on committee as representatives of the arts/culture community, will provide policy direction</li> <li>ACA staff will liaise with artists to provide guidance throughout their process; will facilitate dialogue between community stakeholders and artists</li> </ul>	<ul style="list-style-type: none"> <li>Staff participation on committee:</li> <li>Successful realization of exchanges (name of artist, name/title/content of piece, location):</li> <li>Growth in membership of Arts and Culture Committee:</li> </ul>	<ul style="list-style-type: none"> <li>Build and strengthen relationships between the ACA and the Governor's Office, government officials</li> <li>Support international economic development between Mexico/AZ</li> <li>Educate public officials that ACA can provide vital connections and resources to support creative/innovative commerce</li> <li>Provide opportunities for AZ and Sonoran artists to broaden the reach of their work and share information about cultural issues</li> <li>Provide leadership and policy guidance to projects with numerous international stakeholders</li> </ul>	✓	✓	✓
<b>International Arts Program</b> <ul style="list-style-type: none"> <li>Provide AZ artists, arts organizations, and arts professionals with opportunities to participate in cultural and artistic international exchanges, ensuring representation of AZ arts from a variety of disciplines at major festivals, conferences, and exhibitions</li> <li>Expose AZ residents and communities to international artists visiting the state</li> </ul>	<ul style="list-style-type: none"> <li>ACA will host workshops (at AZ Presenters Alliance annual conference and SWAC) for artists and administrators interested in cultural and artistic international exchanges to identify issues, challenges, and opportunities</li> <li>ACA staff will work with artists/administrators to provide guidance throughout their process; will facilitate dialogue between international stakeholders and artists</li> </ul>	<ul style="list-style-type: none"> <li>Workshops offered/led by ACA:</li> <li>Successful realization of exchanges (name of artist, project, location):</li> </ul>	<ul style="list-style-type: none"> <li>Ensure representation of AZ artists in cultural and artistic international exchanges</li> <li>Provide AZ artists with opportunities to present/exhibit internationally</li> <li>Expose AZ audiences to international arts experiences</li> <li>Provide leadership and policy guidance to projects with international stakeholders</li> <li>Promote international understanding about the breadth and talent of AZ artists</li> </ul>	✓	✓	✓

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<p><b>Accessibility and Artists with Disabilities</b></p> <ul style="list-style-type: none"> <li>Continue to provide services and resources to AZ arts organizations so that they are able to offer arts experiences to all persons</li> <li>Determine the needs of artists with disabilities in AZ</li> <li>Foster a statewide network of artists with disabilities and accessibility coordinators</li> </ul>	<ul style="list-style-type: none"> <li>Staff will review ACA website to update and expand accessibility information, assess and improve functionality; schedule regular updates to the site</li> <li>ACA will provide a portal link to the Kennedy Center on agency website</li> <li>ACA will provide resources and consultant support to arts organizations so that they are able to develop organizational accessibility plans; maintain a record of local arts organizations' progress</li> <li>ACA staff will begin drafting a plan to bring all AZ arts organizations into full compliance with ADA regulations</li> <li>ACA staff will program an accessibility-focused workshop at SWAC</li> <li>ACA will host a meeting of AZ artists with disabilities; lead group to create a "what's happening now" overview, identifying/explaining issues, challenges, and options affecting AZ artists with disabilities; to serve as foundation for further research</li> </ul>	<ul style="list-style-type: none"> <li>Status of scheduled reviews and updates to site content and functionality :</li> <li>Resources and support offered to AZ arts organizations to improve accessibility:</li> <li>Status of compliance plan:</li> <li>Participation in AZ artists with disabilities convening:</li> <li>Status of overview/research:</li> <li>SWAC workshop information:</li> </ul>	<ul style="list-style-type: none"> <li>Foster the creation and implementation of accessibility plans by arts organizations, statewide</li> <li>Increase access to the arts for Arizonans with disabilities, statewide</li> <li>Increase the potential for Arizonans with disabilities to assume leadership roles, administrative roles, or creative roles within AZ arts organizations</li> <li>Support the professional development of AZ artists with disabilities; engage them as artists, administrators, advocates</li> <li>Provide opportunities for artists with disabilities across AZ to network and share resources</li> <li>Gain practical data to inform future ACA policy and programming</li> <li>Improve service to the statewide artist community</li> </ul>		✓	✓
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<b>Cultural Diversity</b> <ul style="list-style-type: none"> <li>• Move into a 21<sup>st</sup> century realization of cultural diversity in all agency programs and initiatives</li> <li>• Reevaluate agency review process for organizations' cultural diversity plans</li> </ul>	<ul style="list-style-type: none"> <li>• ACA staff will participate in state/national dialogue regarding diversity issues via conferences and symposiums</li> <li>• ACA staff will monitor and update policy and language used in agency promotional and informational materials</li> <li>• ACA will review AZ arts organizations' diversity plans and encourage growth/progress</li> <li>• ACA staff will provide constituents with the most current information from research</li> </ul>	<ul style="list-style-type: none"> <li>• Staff participation in state/national dialogue regarding diversity issues:</li> <li>• Changes made to ACA policy and language regarding diversity:</li> <li>• Status of system to monitor organizations' diversity plans:</li> <li>• System to deliver most current diversity information to constituents:</li> </ul>	<ul style="list-style-type: none"> <li>• Provide AZ arts organizations with tools to create inclusive policies, take inclusive action in development of programs, board, and staff structures</li> <li>• Demonstrate national leadership in innovative philosophy regarding diversity issues</li> </ul>		✓	
<b>Mediation/Mentorships</b> <ul style="list-style-type: none"> <li>• Implement program to mediate/problem-solve issues with roster artists who receive negative feedback</li> <li>• Revive program to mentor/link new roster artists with veteran roster artists</li> </ul>	<ul style="list-style-type: none"> <li>• ACA staff will review final reports to determine which roster artists could use mediation assistance, select and support consultants to assist</li> <li>• ACA staff will advertise opportunity to link new roster artists with veteran roster mentors, to help in program development</li> <li>• ACA staff will review/approve select number of applicants</li> </ul>	<ul style="list-style-type: none"> <li>• Number and result of mediations:</li> <li>• Number and result of mentorships:</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain agency rosters' exceptional quality and value to consumers</li> <li>• Redirect focus of residencies/projects that have strayed from agency goals</li> <li>• Support professional development for artists and consultants</li> <li>• Offer artists the opportunity to network with colleagues, share in the latest thinking about arts policy and practice, access resources and information</li> </ul>	✓		✓

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<b>Public Information</b> <ul style="list-style-type: none"> <li>Continue to serve artists, arts organizations, and educators throughout the state with information, resources, and opportunities to participate and learn, via ACA promotional and informational materials</li> <li>Grow familiarity and recognition by further standardizing ACA brand</li> <li>Develop a comprehensive communications plan for agency</li> </ul>	<ul style="list-style-type: none"> <li>Staff will review ACA website content and functionality, schedule updates to the site</li> <li>ACA will create an online evaluation form for users of the site – to be submitted electronically, data fed directly into a database</li> <li>ACA will apply hit tracker software to the site to monitor use</li> <li>ACA staff will implement the branding plan to be used in all ACA materials, to include standard color palette, fonts, logo, and images</li> <li>ACA staff will implement changes in marketing/promotion in which all materials would drive interested persons to the website as a resource</li> <li>Staff will plan and execute a comprehensive website redesign</li> </ul>	<ul style="list-style-type: none"> <li>Status of schedule to review and update site content:</li> <li>Data collected from online evaluation:</li> <li>Increase in frequency of use/hits on the site:</li> <li>Status of branding plan:</li> <li>Increase in online promotion:</li> <li>Status of website redesign:</li> </ul>	<ul style="list-style-type: none"> <li>Increase cost-effectiveness of printed materials as informational tools, marketing tools, advocacy tools, and resources for the community</li> <li>Gain useful knowledge about how to best serve constituents</li> <li>Offer arts organizations round-the-clock access to useful information and resources</li> <li>Provide the agency with a recognizable aesthetic and a consistent brand, increasing the value of all ACA promotional materials</li> </ul>	✓	✓	✓
<b>Press Relations</b> <ul style="list-style-type: none"> <li>Continue to grow working relationships with arts/business reporters and editors, cultural presses (i.e. Navajo/Hopi Observer) across AZ</li> <li>Grow the diversity of individuals' and organizations' projects highlighted by the agency for press coverage</li> </ul>	<ul style="list-style-type: none"> <li>ACA Communications Director will establish and maintain contact with arts/business reporters and editors around the state</li> <li>ACA staff will be invited or will solicit opportunities to produce short arts articles for local independent papers</li> <li>ACA staff will profile artists and grantees for bulletin, circulate to AZ communities for inclusion in local papers</li> </ul>	<ul style="list-style-type: none"> <li>Staff interaction with arts arts/business reporters and editors around the state:</li> <li>Status of communications plan:</li> <li>Increase in related column inches printed:</li> <li>ACA staff-written articles in local independent papers:</li> <li>Increased coverage in cultural and community presses:</li> </ul>	<ul style="list-style-type: none"> <li>Educate press that ACA serves as the primary source for Arizona arts and culture issues</li> <li>Grow arts and culture knowledge among AZ arts/business reporters and editors</li> <li>Support local arts and culture by facilitating thoughtful press coverage of arts activities/initiatives, statewide</li> </ul>	✓	✓	✓

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<b>Teaching Artist/Arts Learning Newsletter</b> <ul style="list-style-type: none"> <li>Continue to provide free electronic newsletters that offer teaching artists and educators the most current updates on AZ programs, funding opportunities, and online resources; as well as information about the global field of Arts Learning</li> <li>Develop a hybrid publication for a general audience to be inserted into agency bulleting</li> </ul>	<ul style="list-style-type: none"> <li>ACA staff will partner with Department of Education to expand reach of publication</li> <li>ACA will encourage local teaching artists and educators to sign up to receive newsletter; via emails, flyers, announcements at workshops</li> <li>ACA staff will incorporate ACA brand and palette into newsletter</li> </ul>	<ul style="list-style-type: none"> <li>Increase in readership:</li> <li>Status of changes in design:</li> <li>Recognition of publication as a valuable informational tool by constituents, as a result of online agency survey:</li> </ul>	<ul style="list-style-type: none"> <li>Provide constituents with increased access to information about ACA and Arizona programs, funding opportunities, resources</li> <li>Keep constituents current on Arts Learning practices and resources</li> </ul>	✓		✓
<b>Technology</b> <ul style="list-style-type: none"> <li>Develop a 21<sup>st</sup> century office that allows agency to use technology to work smarter and more effectively, better serve constituency, broaden the reach of our work</li> </ul>	<ul style="list-style-type: none"> <li>ACA staff will investigate hardware/software upgrades, supply upgrades</li> <li>ACA staff will investigate changes to Mach5 and Zoomerang subscriptions</li> <li>Members of staff will train or consultants will be hired to train staff in new technologies</li> <li>Members of staff will or consultants will be hired to make critical upgrades to Residency Roster of Artists, agency database, ACA website</li> <li>ACA will continue to fund/maintain EGOR grants system</li> <li>ACA staff will create a plan for shared online organizational timeline/master calendar</li> </ul>	<ul style="list-style-type: none"> <li>Hardware/software upgrades, phone system upgrades, supply upgrades:</li> <li>Staff training in new technologies:</li> <li>Upgrades to Residency Roster of Artists, agency database, ACA website:</li> <li>Status of plan for an organizational timeline/master calendar:</li> </ul>	<ul style="list-style-type: none"> <li>Increase efficiency and effectiveness of ACA staff</li> <li>Increase staff comfort with new technologies in order to better serve diverse constituencies</li> <li>Use current equipment, hardware, software to its greatest capacity</li> <li>Provide staff with critical professional development by allowing staff the opportunity to stay current with movements in the world of new technologies</li> <li>Promote innovation</li> <li>Broaden agency's expertise</li> <li>Maintain ACA's position at the forefront of the field</li> </ul>	✓	✓	✓

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<p><b>Arizona Arts Participation Directory: Artist and Consultant Roster</b></p> <ul style="list-style-type: none"> <li>• Respecting the Wallace Foundation' Participation research based on broadening, deepening, and diversifying, the agency will create a <b>comprehensive online resource</b> showcasing Arizona artists, teaching artists, community artists, and arts consultants; <b>upgrade and overhaul all related technology</b></li> <li>• Maintain quality listing of roster artists who work with organizations, schools, and community groups</li> <li>• Maintain web-based roster of professional consultants who work with arts organizations to address challenges, organizational growth, planning, and stabilization</li> <li>• Offer professional development opportunities for roster artists and consultants</li> <li>• Increase the use and ease of use of Directory</li> </ul>	<ul style="list-style-type: none"> <li>• ACA staff will investigate hardware/software upgrades</li> <li>• Members of staff will train or consultants will be hired to train staff in new technologies</li> <li>• ACA staff will consider changes to panel/audition process</li> <li>• ACA will include roster 'advertisements' in bulletin and website, to encourage applicants, inform schools and organizations of the roster as resource</li> </ul>	<ul style="list-style-type: none"> <li>• Status of new system:</li> <li>• Result of new roster artist requirements:</li> <li>• Changes to the panel/audition process:</li> <li>• Increase in number of applicants:</li> <li>• Increase in number of Residency Roster artists named in ACA school/organization grant applications:</li> <li>• Number of artists who reapply to remain on roster:</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize AZ artists, offer visibility and promotion</li> <li>• Provide artists with an opportunity to network with schools, communities, organizations</li> <li>• Promote the Residency Roster of Artists as an invaluable tool/resource for AZ artists, administrators, educators</li> <li>• Encourage arts organizations to build stabilizing infrastructure</li> <li>• Promote innovation in the field</li> <li>• Support implementation of participation research in organizational operations</li> <li>• Gain useful knowledge about how to best serve constituents via roster use data</li> <li>• Provide artists and consultants with the opportunity to gain knowledge, resources, and experience to inform their work across the state; stay abreast of changes in the field, in education, arts policy</li> </ul>	✓	✓	✓
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STRATEGIC FUNDING				Goals		
Strategies	Indicators for Success	Evidence of Success	Outcomes/Measures	Arizonans live and work in healthy, vibrant communities through the arts	Arizonans implement public policy that recognizes and supports the pivotal role of the arts in society	Arizonans experience lifelong opportunities to participate, create and learn through the arts
<b>What are we going to do?</b>  <b><u>GRANTS</u></b> <b>Basic Aid</b> <b>Locals Aid</b> <b>Working Capital</b> <ul style="list-style-type: none"> <li>Offer support to stabilize Arizona's largest arts organizations</li> </ul>	<b>How are we going to do it?</b> <ul style="list-style-type: none"> <li>Deliver technical assistance and grant funds</li> </ul>	<b>Evidence that we've accomplished our goal:</b> <ul style="list-style-type: none"> <li>Number and \$ amount of grants delivered:</li> </ul>	<b>If we succeed, the ACA staff and board will...</b> <ul style="list-style-type: none"> <li>Support the growth and stabilization of the arts in Arizona</li> <li>Provide access to the arts for all Arizonans</li> </ul>	✓		✓
<b><u>GRANTS</u></b> <b>Arts Learning</b> <ul style="list-style-type: none"> <li>Support arts education opportunities for schools, students, teachers, and all Arizonans</li> <li>Promote lifelong learning with and through the arts</li> <li>Implement new Step Into Arts Learning and Partners in Arts Learning Grants</li> </ul>	<ul style="list-style-type: none"> <li>Deliver technical assistance and grant funds</li> </ul>	<ul style="list-style-type: none"> <li>Number and \$ amount of grants delivered:</li> </ul>	<ul style="list-style-type: none"> <li>Support the growth and stabilization of the arts in Arizona</li> <li>Provide access to the arts for all Arizonan youth and lifelong learners</li> </ul>	✓	✓	✓
<b><u>GRANTS</u></b> <b>General Operating Support</b> <b>Levels I, II, III</b> <ul style="list-style-type: none"> <li>Offer support to stabilize Arizona's mid-sized and small arts organizations</li> </ul>	<ul style="list-style-type: none"> <li>Deliver technical assistance and grant funds</li> </ul>	<ul style="list-style-type: none"> <li>Number and \$ amount of grants delivered:</li> </ul>	<ul style="list-style-type: none"> <li>Support the growth and stabilization of the arts in Arizona</li> <li>Provide access to the arts for all Arizonans</li> </ul>	✓		✓

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<p><b><u>GRANTS</u></b>  <b>Arts Link to Tourism and the Economy</b></p> <ul style="list-style-type: none"> <li>Offer support for projects that promote a community's artistic resources through economic development and cultural tourism strategies, via the Arts Link to Tourism and the Economy Grants, accepted annually through our standard grantmaking process projects</li> </ul>	<ul style="list-style-type: none"> <li>Deliver technical assistance and grant funds</li> </ul>	<ul style="list-style-type: none"> <li>Number and \$ amount of grants delivered:</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate collaborative projects between rural economic development or tourism organizations, ethnic arts organizations, rural arts organizations and/or tribal communities</li> <li>Strengthen partnership between ACA and Arizona Office of Tourism</li> <li>Support economic development initiatives in rural AZ communities</li> </ul>	✓		✓
<p><b><u>GRANTS and Services</u></b>  <b>Arizona Dance on Tour</b></p> <ul style="list-style-type: none"> <li>Offer financial and technical assistance for rural presenters to build audiences for high-quality dance through multi-day residencies and public performances</li> </ul>	<ul style="list-style-type: none"> <li>Deliver technical assistance and grant funds</li> </ul>	<ul style="list-style-type: none"> <li>Number and \$ amount of grants delivered:</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate quality dance programming in all areas of the state</li> <li>Build knowledge and increase use of ACA programs, technical assistance, and grants</li> <li>Support professional development for dancers and choreographers across AZ</li> <li>Increase AZ Presenters' familiarity with dance</li> </ul>	✓		✓



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<b><u>GRANTS</u></b> <b>American Masterpieces (AM)</b> <ul style="list-style-type: none"> <li>Support the initiative as outlined by the NEA, the intent to bring masterpieces of visual art, dance, theatre, and music to American cities, regional museums, and schools</li> </ul>	<ul style="list-style-type: none"> <li>ACA will offer grants, technical assistance, workshops and convenings on the initiative</li> <li>ACA staff will work in partnership with AZ arts organizations to determine what AM means to AZ</li> </ul>	<ul style="list-style-type: none"> <li>Number of grants made, type, \$ amount, organization, location:</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate the production/exhibition of meaningful projects in AZ communities in alignment with NEA guidelines</li> <li>Increase public access to American masterworks</li> <li>Provide access to the arts for all Arizonans</li> </ul>	✓		✓
<b><u>GRANTS</u></b> <b>Festivals</b> <ul style="list-style-type: none"> <li>Support the development and stabilization of arts and culture festivals throughout the state</li> </ul>	<ul style="list-style-type: none"> <li>Deliver technical assistance and grant funds</li> </ul>	<ul style="list-style-type: none"> <li>Number and \$ amount of grants delivered:</li> </ul>	<ul style="list-style-type: none"> <li>Support the growth and stabilization of the arts in Arizona</li> <li>Provide access to the arts for all Arizonans</li> <li>Support economic development initiatives in rural AZ communities</li> </ul>	✓		✓
<b><u>GRANTS</u></b> <b>Projects</b> <ul style="list-style-type: none"> <li>Support Arizona arts organizations and schools in an effort to develop and increase arts projects across the state. Funding is offered in support of projects in the following areas: <ul style="list-style-type: none"> <li>Dance</li> <li>Design</li> <li>Exhibitions</li> <li>Literature</li> <li>Media</li> <li>Multi-Disciplinary</li> <li>Music <ul style="list-style-type: none"> <li>Meet the Composer (see below)</li> </ul> </li> <li>Public Art</li> <li>Theatre</li> <li>Visual Arts</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Deliver technical assistance and grant funds</li> </ul>	<ul style="list-style-type: none"> <li>Number and \$ amount of grants delivered:</li> </ul>	<ul style="list-style-type: none"> <li>Support the growth and stabilization of the arts in Arizona</li> <li>Provide access to the arts for all Arizonans</li> </ul>	✓		✓
<b><u>GRANTS</u></b> <b>Meet the Composer/Arizona</b> <ul style="list-style-type: none"> <li>Offer support to organizations for the composition of music by living American composers</li> </ul>	<ul style="list-style-type: none"> <li>Deliver technical assistance and grant funds</li> </ul>	<ul style="list-style-type: none"> <li>Number and \$ amount of grants delivered:</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate the composition of new music and opportunities for composers</li> <li>Increase public access to new work and increase opportunities for musicians</li> <li>Educate Arizonans about the process of composition and celebrate its importance</li> </ul>	✓		✓

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<p><b><u>GRANTS</u></b> <b>Artist Projects</b></p> <ul style="list-style-type: none"> <li>• Support creative development program for AZ artists in all disciplines for project-related costs that allow the artist(s) increased time to research and develop ideas or new works</li> <li>• Increase number of awards in FY08 from 11 to 15</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will offer workshops and convenings to build understanding about the process of applying for Artist Project Grants</li> <li>• ACA will offer project grants and technical assistance to artists to support research and the creative process</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of applicants:</li> <li>• Number of grants made, \$ amount, organization, location:</li> <li>• Successful realization of projects (name of artist, name/title/content of piece, location):</li> </ul>	<ul style="list-style-type: none"> <li>• Allow AZ artists from all disciplines to undertake research and development of projects, resulting in the creation of new work</li> <li>• Support professional development for all AZ artists</li> <li>• Build knowledge and increase use of ACA programs, technical assistance, and grants</li> <li>• Increase public access to quality artistic work and experiences, statewide</li> </ul>	✓		✓
<p><b><u>GRANTS</u></b> <b>Quick Turnaround Grants</b></p> <ul style="list-style-type: none"> <li>• Provide quick turnaround grants year-round for artists, schools, communities, and organizations, in the areas of artist career advancement, planning and development, professional development, sudden opportunities, consultant services, and arts learning</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will offer workshops and convenings to build understanding about the process of applying for Quick Turnaround Grants</li> <li>• ACA will offer QTGs to artists, schools, communities, and organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of applicants:</li> <li>• Number of grants made, \$ amount, organization, location:</li> <li>• Impact on applicant success/professional progress: (range, amounts from fiscal office; quotes from final reports.)</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate stabilizing professional and organizational development for AZ artists, schools, and organizations,</li> <li>• Build knowledge and increase use of ACA programs, technical assistance, and grants <ul style="list-style-type: none"> <li>• \$8,500 <i>Peer Consultants</i></li> <li>• \$9,000 <i>Artist Career Advancement</i></li> <li>• \$10,000 <i>Arts Learning Sudden Opportunity</i></li> <li>• \$3,000 <i>Planning and Development</i></li> <li>• \$36,060 <i>Professional Development Grants for Artists and Organizations</i></li> <li>• \$13,000 <i>Sudden Opportunity Grants</i></li> </ul> </li> </ul>	✓	✓	✓

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<p><b><u>GRANTS and Services</u></b>  <b>Tribal Museums and Native Artists</b></p> <ul style="list-style-type: none"> <li>• Provide tribal museum personnel and native artists with professional development to support them in their efforts to preserve cultural heritage</li> <li>• Renew involvement with AZ Association of Tribal Museums</li> </ul>	<ul style="list-style-type: none"> <li>• ACA will offer grants, technical assistance, workshops and convenings to tribal museums and native artists to support their work</li> <li>• ACA staff will reconnect with AZ Association of Tribal Museums</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of applicants:</li> <li>• Number of grants made, \$ amount, organization, location:</li> <li>• ACA staff involvement with AZ Association of Tribal Museums:</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate quality cultural programming in all areas of the state</li> <li>• Build knowledge and increase use of ACA programs, technical assistance, and grants</li> <li>• Support professional development for artists and administrators</li> <li>• Help preserve the cultural heritage and traditions of diverse AZ communities</li> </ul>	✓	✓	✓
<p><b><u>Programs and Services</u></b>  <b>Poetry Out Loud (POL)</b></p> <ul style="list-style-type: none"> <li>• Build number of participating schools from 2006 and 2007 by opening up recitation program opportunities to entire state</li> </ul>	<ul style="list-style-type: none"> <li>• ACA staff will continue to build on partnerships with pilot year schools, organizations, and teaching artists.</li> <li>• Announcements will be mailed to high school instructors in targeted areas</li> <li>• ACA will offer Poetry Out Loud workshops for participating teachers and teaching artists to learn how to implement the program in their classrooms</li> <li>• Teaching artists will provide residencies for participating schools</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of participating schools:</li> <li>• Increase in number of residencies in schools:</li> </ul>	<ul style="list-style-type: none"> <li>• Develop new partnerships with organizations and artists</li> <li>• Deepen existing partnerships with organizations and artists</li> <li>• Broaden statewide reach for 2008</li> </ul>	✓		✓